



# U.S. COAST GUARD



## Homeland Security

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### NEW HUMAN RESOURCE MANAGEMENT SYSTEM, MAX HR

ALCOAST 046/05 announced that the Department of Homeland Security has issued the final regulations on the new civilian human resource management system. This system, referred to as MAX<sup>HR</sup>, is a historic and significant advance that establishes a flexible, contemporary, and mission focused human resources management strategy for the Department and the Coast Guard.

Elements of MAXHR affect almost all of our employees to some degree, with the greatest focus on General Schedule employees. We are implementing MAXHR in phases over roughly three years to create an environment that enhances recruitment, retention, and development of superior talent. We are working with the Department to establish new policies and procedures for labor relations, adverse actions and appeals portions of MAXHR, which we must implement by the beginning of August. We will implement the remaining portions of MAXHR, performance management, pay for performance and job classification, in phases over the next three years. Additional information on MAXHR can be found on the CG Central website: <http://cgcentral.uscg.mil/>. You can also download the final DHS MAXHR regulations from the [www.dhs.gov](http://www.dhs.gov) <http://www.dhs.gov> website.

As noted in the ALCOAST, the Commandant considers MAXHR essential for the Coast Guard's future with a very strong linkage to his themes of "PEOPLE" and "STEWARDSHIP". He also directed that we use the combined strengths of Team Coast Guard to meet the challenge of MAXHR's implementation. Commands are responsible for providing unit level MAXHR informational briefings to their personnel by the end of February 2005. Command Staff Advisors (CSAs) will provide briefing packages, information and active support, but it is the responsibility of each command to ensure their people (both military and civilian) are well versed in MAXHR and become actively involved in its implementation.

We understand that our managers/supervisors and employees need the right training to make these MAXHR changes. We are fully committed to ensuring that leaders, managers, supervisors, and employees receive the information and training they need. We are working closely with the Department and other DHS Operational Elements to use a wide range of communication and training methods, tailored to meet our unique needs. At 2:00 PM EST on 08 February 2005, the Department is transmitting a special MAXHR satellite television broadcast. CG Headquarters; NPFC; VA, LANTAREA, Crawford Ave, Portsmouth, VA; PACAREA, Coast Guard Island Alameda, CA; ELC; and CG Yard, Baltimore, MD are carrying the broadcast. We will make a copy of this broadcast available to everyone without access as soon as possible.

It is absolutely critical that all managers and supervisors (military and civilian) understand the intent of MAXHR and their responsibilities in making it work. Our experience will very likely serve as the model for reform throughout the government. I invite all of Team Coast Guard to learn about MAXHR and its benefits to us, the Department, and the nation. I strongly encourage everyone to join me to make this historic MAXHR change another Coast Guard success.

#### Other Links

#### Department of Homeland Security (DHS)

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Regards,

*RADM Kenneth T. Venuto*  
Ken Venuto

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